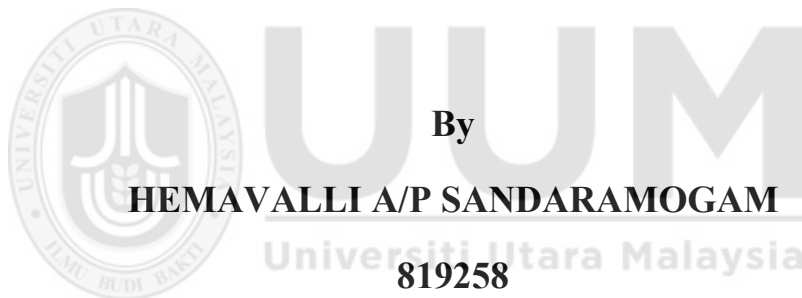


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**FACTORS CONTRIBUTING TO JOB SATISFACTION  
AMONG EMPLOYEES OF OIL REFINERIES IN  
PULAU INDAH, KLANG**



**By**

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**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
In Partial Fulfilment of the Requirement for the  
Master of Science (Management)**

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## ABSTRACT

Oil refineries nowadays always face challenges with absenteeism and turnover issue which is caused by job dissatisfaction. In order to increase their employee job satisfaction, employers are taking various measures. Organizations are focusing upon currently is analysing the factors contribute to employee job satisfaction and how to improve it. Employee job satisfaction is an area which is widely talked about and researched upon. However, the information gained on the matter is unique and subjective to the industry and country. Hence the main objective of this study is to investigate the factors contributing to job satisfaction among employees of oil refineries in Pulau Indah, Klang. There are four independent variables investigated which is working environment, participation in decision making, empowerment, reward and recognition. As for the dependent variable, it is employee job satisfaction. The data for the thesis is gained through a self-administered questionnaire from a sample size of 284 employees from two oil refineries based in Pulau Indah. Data which was gathered through questionnaires was analysed by using statistical package for social science (SPSS) software 20. Based on the data gained the correlation analysis results shows that all four independent variables are statistically significant but has only a small and moderate relationship. As for the regression analysis results the  $R^2$  gained is 26.7% which means only that much percentage has impact on employee job satisfaction using the mentioned variables. Moreover, the analysis also proves that out of four independent variables only three are significant which is working environment, participation in decision making, reward and recognition. Thus, from the research it can be concluded that management of oil refineries should focus more on these three variables while implementing their human resource policies. Besides these three variables, employers also should focus more on empowerment because it can help organizations to gain competitive advantage which will benefit them in the long run.

**Keyword:** Job satisfaction, working environment, participation in decision making, empowerment, reward and recognition

## ABSTRAK

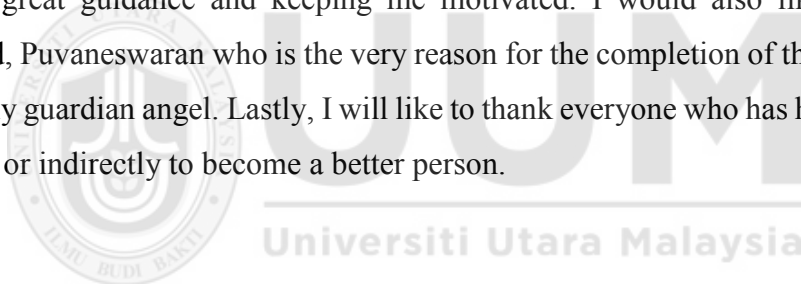
Kilang penapisan minyak kini sentiasa menghadapi cabaran dengan masalah ketidakhadiran dan pemerhentian pekerja yang disebabkan oleh ketidakpuasan kerja. Demi meningkatkan kepuasan kerja pekerja mereka, majikan mengambil pelbagai langkah. Salah satu aspek organisasi yang memberi fokus pada masa kini ialah menganalisis faktor yang menyumbang kepada kepuasan kerja pekerja dan bagaimana untuk mengatasinya. Kepuasan kerja pekerja adalah isu yang banyak dibincangkan dan diteliti. Walau bagaimanapun, maklumat yang diperolehi mengenai perkara itu adalah unik dan subjektif kepada industri dan negara. Oleh itu, matlamat utama tesis ini adalah untuk mengenalpasti faktor-faktor yang menyumbang kepada kepuasan kerja di kalangan pekerja kilang minyak di Pulau Indah. Terdapat empat pemboleh ubah bebas yang diasiat yang merupakan kepuasan pekerja, pesekitaran tempat bekerja, penglibatan dalam membuat keputusan, pemeraksanaan (pemberian kuasa), ganjaran and pengiktirafan. Bagi pemboleh ubah bergantung ialah kepuasan kerja pekerja. Data untuk tesis diperolehi melalui soal selidik dari saiz sampel sebanyak 284 pekerja dari dua kilang penapis minyak yang berpangkalan di Pulau Indah. Data yang dikumpul melalui soal selidik dianalisa menggunakan perisian pakej statistik untuk perisian sains sosial (SPSS) 20. Berdasarkan data yang diperolehi, hasil analisis korelasi menunjukkan bahawa semua empat pembolehubah bebas adalah signifikan secara statistik tetapi hanya mempunyai hubungan yang kecil dan sederhana. Bagi analisis regresi hasil  $r^2$  yang diperolehi adalah 26.7% yang bermakna hanya peratusan yang banyak memberi kesan terhadap kepuasan kerja pekerja menggunakan pembolehubah yang disebutkan. Selain itu, analisis juga membuktikan bahawa daripada empat pemboleh ubah bebas hanya tiga yang penting iaitu kepuasan pekerja, pesekitaran tempat bekerja, penglibatan dalam membuat keputusan, ganjaran dan pengiktirafan. Oleh itu, dari penyelidikan dapat disimpulkan bahawa pengurusan penapisan minyak harus lebih fokus pada ketiga pembolehubah ini ketika melaksanakan kebijakan sumber daya manusia mereka. Di samping ketiga-tiga pembolehubah tersebut, majikan juga harus memberi tumpuan lebih kepada pemeraksanaan (pemberian kuasa) kerana dapat membantu organisasi memperoleh kelebihan daya saing yang akan memberi manfaat kepada mereka dalam jangka panjang.

Kata Kunci: Kepuasan pekerja, pesekitaran tempat bekerja, penglibatan dalam membuat keputusan, pemeraksanaan (pemberian kuasa), ganjaran dan pengiktirafan

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## LIST OF ABBREVIATION

PDM	Participation in decision making
JIG	Job in General
JDI	Job Descriptive Index
MSQ	Minnesota Satisfaction Questionnaire
JSS	Job Satisfaction Survey
JDS	Job Diagnostic Survey
FEVS	Federal Employee Viewpoint Survey
SPSS	Statistical Package for Social Sciences
MPOB	Malaysian Palm Oil Board
f	Frequency
JS	Job satisfaction
E	Empowerment
RR	Reward and recognition
r	Correlation Coefficient
R	Coefficient of Determination

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

This chapter explains about research background and the problem statement behind it. Moreover, research questions and research objectives are explained so that a clear picture can be attained on the matter. After that, the significance and scope of the study were defined followed by definition of key terms and last but not least the organization of the thesis. The organization of thesis explains briefly on the content of all the chapters.



### **1.2 Background of the Study**

Job is one of the most significant facets of individuals living in the extremely competitive corporate environment. Most of the time employee spends in workplace (Harputlu, 2014). Employee satisfaction therefore attaches greater significance to their working life. Higher competitive level and organizational success determined by job satisfaction which is organizational significant objective. Therefore, job satisfaction is an important element for well-organized working environment. Besides that, factors contribute job satisfaction are vital to improve the organization. In accordance to that,

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## APPENDIX A: SELF-ADMINISTERED QUESTIONNAIRE



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### Self-Administered Survey

Dear Respondent,

Good day. I am MSc Management student and currently pursuing my Masters. As part of my learning process I am conducting a research on **factors contributing to job satisfaction among employees of oil refineries in Pulau Indah**. You are kindly requested to answer the questions in the survey and the entire process should not be long. The information that you provide will remain confidential and it is solely used for academic purposes only.

Thank you very much for taking your time and answering this survey. Your contribution will be used for academic purposes.

Thank you once again for your help.

*Responden yang dihormati,*

*Saya adalah seorang pelajar Ijazah Sarjana Sains (Pengurusan) di Universiti Utara Malaysia. Sebahagian daripada proses pembelajaran, saya sedang menjalankan kajian mengenai **faktor-faktor yang mempengaruhi kepuasan kerja: kajian kes penapisan minyak di Pulau Indah**. Anda diminta untuk menjawab soalan-soalan dalam kaji selidik ini dan keseluruhan proses ini tidak akan mengambil masa yang panjang. Maklumat yang anda berikan adalah sulit dan ia akan digunakan hanya untuk tujuan akademik sahaja.*

*Terima kasih kerana meluangkan masa anda untuk menjawab kaji selidik ini. Maklumat yang diberikan akan digunakan untuk tujuan akademik.*

*Terima kasih sekali lagi atas bantuan anda.*

## SECTION I: BASIC INFORMATION / BAHAGIAN I: MAKLUMAT ASAS

Please tick (×) the right answer / Sila tandakan (×) pada jawapan yang betul.

### 1. Gender / Jantina

Male / Lelaki	Female / Perempuan

### 2. Age / Umur

Below 25 years / Bawah 25 tahun	25-34	35-44	45-54	Above 55/ Atas 55 tahun

### 3. How long have you been working in this organization? / Berapa lama anda bekerja dengan organisasi sekarang?

0-4 years / tahun	5-9 years / tahun	10-14 years / tahun	15-19 years / tahun	Above 20 years / Lebih 20 tahun

### 4. What are your education background? / Apakah tahap pendidikan anda?

Primary / Secondary School / Sekolah. Rendah / Menengah	Diploma/ Foundation / STPM	Bachelor Degree / Ijazah Sarjana Muda	Postgraduate / Pascasiswazah	Professional Qualifications / Kelayakan Profesional

### 5. What is your current position in this company / Apakah jawatan anda sekarang?

Senior Managers & Above / Pengurus Senior & Ke atas	Managers / Assistant managers / Pengurus / Penolong Pengurus	Senior Executive / Eksekutif Senior	Executive / Eksekutif Junior	Technician / Supervisor / Operator / Juruteknik / Penyelia / Operator

**SECTION II: FACTORS THAT INFLUENCE EMPLOYEE JOB SATISFACTION /**

**BAHAGIAN II: FAKTOR- FAKTOR MEMPENGARUHI KEPUASAN PEKERJA.**

In order to answer Section II, please specify your answer by circling the appropriate answer based on the following scale: / *Untuk menjawab Bahagian II, sila bulatkan jawapan yang betul dengan menggunakan skala yang diberikan di bawah sebagai panduan:*

Strongly Disagree / Sangat Tidak Bersetuju (SD)	Disagree / Tidak Bersetuju (D)	Neutral (N)	Agree / Bersetuju (A)	Strongly Agree / Sangat Bersetuju (SA)
1	2	3	4	5

**Part 1: Job Satisfaction / Bahagian 1: Kepuasan Kerja**

No.	Questions / Soalan	SD	D	N	A	SA
1.	I am satisfied with the information I received from my supervisor about my job performance. / <i>Saya berpuas hati dengan maklumat yang saya terima dari penyelia saya mengenai prestasi tugas saya.</i>	1	2	3	4	5
2.	My job has enough opportunity for independent thought and action. / <i>Tugas saya memberi peluang yang cukup untuk pemikiran dan tindakan bebas.</i>	1	2	3	4	5
3.	I am satisfied with the pay I receive for my job. / <i>Saya berpuas hati dengan gaji yang saya terima untuk kerja saya.</i>	1	2	3	4	5
4.	I am satisfied with the security my job provides me. / <i>Saya berpuas hati dengan keselamatan yang disediakan oleh kerja saya.</i>	1	2	3	4	5
5.	I am satisfied with the freedom I have to do what I want on my job. / <i>Saya berpuas hati dengan kebebasan yang saya ada untuk melakukan apa yang saya perlu dalam kerja saya.</i>	1	2	3	4	5
6.	I am satisfied with the opportunities my job provides me to interact with others. / <i>Saya berpuas hati dengan peluang untuk berinteraksi dengan orang lain dalam pekerjaan saya.</i>	1	2	3	4	5
7.	I am satisfied with the quality of rewards. / <i>Saya berpuas hati dengan mutu ganjaran.</i>	1	2	3	4	5

**Part 2: Working Environment / Bahagian 2: Persekitaran Tempat Bekerja**

No.	Questions / Soalan	SD	D	N	A	SA
1.	My organization has a safe work environment. / <i>Organisasi saya mempunyai persekitaran kerja yang selamat.</i>	1	2	3	4	5
2.	Management reacts quickly in solving any problems related to safety concerns. / <i>Pengurusan bertindak balas dengan cepat dalam menyelesaikan sebarang masalah yang berkaitan dengan aspek keselamatan.</i>	1	2	3	4	5
3.	Management invest a lot in safety training for workers. / <i>Pengurusan melabur dengan banyak untuk memberikan latihan keselamatan kepada pekerja.</i>	1	2	3	4	5
4.	My workspace is provided with efficient lighting so that I can work easily without straining my eyes. / <i>Ruang kerja saya mempunyai pencahayaan yang mencukupi dan ini membolehkan untuk bekerja dengan mudah tanpa memberikan tekanan kepada mata saya.</i>	1	2	3	4	5
5.	My work area is sufficiently equipped for my typical needs (normal storage, movements, etc). / <i>Kawasan tempat kerja saya cukup lengkap dengan keperluan kerja harian saya (penyimpanan biasa, pergerakan, dan lain-lain).</i>	1	2	3	4	5

**Part 3: Participation in Decision Making / Bahagian 3: Penglibatan Dalam Membuat Keputusan**

No.	Questions / Soalan	SD	D	N	A	SA
1.	My supervisors & manager are receptive and listens to my idea and suggestions. / <i>Penyelia &amp; pengurus saya menerima dan mendengar idea dan cadangan saya.</i>	1	2	3	4	5
2.	How much say or influence do you have on decisions which affect your jobs? / <i>Berapa banyak yang dikatakan atau pengaruh ke atas keputusan yang mempengaruhi pekerjaan anda?</i>	1	2	3	4	5
3.	To what extent are you able to decide how to do your job? / <i>Sejauh mana anda boleh menentukan bagaimana untuk melakukan pekerjaan anda?</i>	1	2	3	4	5
4.	In general how much say or influence do you have on what goes on in your work group? / <i>Secara umum berapa banyak yang dikatakan atau pengaruh anda punyai atas apa yang berlaku dalam kerja kumpulan anda?</i>	1	2	3	4	5

**Part 4: Empowerment / Bahagian 4: Perneriksaan (Pemberian kuasa)**

No.	Questions / Soalan	SD	D	N	A	SA
1.	My manager gives me more freedom and authority which makes my job to be easier, faster and effective. / <i>Pengurus saya memberikan lebih banyak kebebasan dan autoriti yang menjadikan kerja saya menjadi lebih mudah, cepat dan berkesan.</i>	1	2	3	4	5
2.	The great autonomy and ability to make decision can make my job more convenient. / <i>Autonomi dan keupayaan untuk membuat keputusan boleh memudahkan kerja saya.</i>	1	2	3	4	5
3.	The power sharing among employee is helping to increase job satisfaction. / <i>Perkongsian kuasa di kalangan pekerja membantu untuk meningkatkan kepuasan bekerja.</i>	1	2	3	4	5
4.	Lack of top management support will hinder the process of giving more power and authority to the employees. / <i>Kekurangan sokongan daripada pengurusan atasan akan menghalang proses pemberian kuasa dan autoriti yang lebih kepada pekerja.</i>	1	2	3	4	5
5.	Mutual trust among employees will enhance the power and authority towards the decision making. / <i>Saling mempercayai di kalangan pekerja akan meningkatkan kuasa dan autoriti dalam mengambil keputusan.</i>	1	2	3	4	5

**Part 5: Reward & Recognition / Bahagian 5: Ganjaran & Pengiktirafan**

No.	Questions / Soalan	S D	D	N	A	SA
1.	My reward is satisfactory in relation to what I do. / <i>Ganjaran saya memuaskan dengan pekerjaan yang saya lakukan.</i>	1	2	3	4	5
2.	The rewards are distributed rightfully. / <i>Ganjaran diberikan kepada semua yang berhak untuk menerimanya.</i>	1	2	3	4	5
3.	Employees work more as a team in order to gain the rewards. / <i>Pekerja lebih banyak bekerja sebagai kumpulan untuk mendapat ganjaran.</i>	1	2	3	4	5
4.	The rewards motivate me to perform well in my job. / <i>Ganjaran mendorong saya untuk memberikan prestasi yang baik dalam kerja saya.</i>	1	2	3	4	5
5.	I am praised regularly for my work. / <i>Saya dipuji dengan kerap untuk kerja yang saya lakukan.</i>	1	2	3	4	5
6.	I receive constructive criticism about my work. / <i>Saya menerima kritikan membina tentang kerja saya.</i>	1	2	3	4	5
7.	I am told that I am making progress. / <i>Saya diberitahu bahawa saya ada menunjukkan kemajuan.</i>	1	2	3	4	5



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## APPENDIX B: RESULTS FROM THE ANALYSIS

### 1. Demographic Analysis Frequency Tables

#### 1.1 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	151	53.2	53.2	53.2
Valid Female	133	46.8	46.8	100.0
Total	284	100.0	100.0	

#### 1.2 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 25 years	44	15.5	15.5	15.5
Valid 25-34	78	27.5	27.5	43.0
35-44	78	27.5	27.5	70.4
Valid 45-54	57	20.1	20.1	90.5
Above 55 years	27	9.5	9.5	100.0
Total	284	100.0	100.0	

#### 1.3 Working Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
0-4 years	66	23.2	23.2	23.2
Valid 5-9 years	82	28.9	28.9	52.1
10-14 years	66	23.2	23.2	75.4
15-19 years	38	13.4	13.4	88.7
Above 20 years	32	11.3	11.3	100.0
Total	284	100.0	100.0	



#### 1.4 Education Background

	Frequency	Percent	Valid Percent	Cumulative Percent
Primary / Secondary School	64	22.5	22.5	22.5
Diploma / Foundation / STPM	98	34.5	34.5	57.0
Bachelor Degree	81	28.5	28.5	85.6
Postgraduate	28	9.9	9.9	95.4
Professional Qualifications	13	4.6	4.6	100.0
Total	284	100.0	100.0	

#### 1.5 Current Position

	Frequency	Percent	Valid Percent	Cumulative Percent
Senior Managers & Above	27	9.5	9.5	9.5
Managers / Assistant Managers	34	12.0	12.0	21.5
Senior Executive	54	19.0	19.0	40.5
Executive	73	25.7	25.7	66.2
Technician / Supervisor / Operator	96	33.8	33.8	100.0
Total	284	100.0	100.0	